

Appendix D: Implementation & Monitoring Plan

Key Implementation Considerations

Implementing the Balanced Housing Plan (BHP) will require coordinated action by multiple Adams County departments as well as regional and housing providers partners. Exhibit 1 summarizes the role for Adams County in each strategy, funding and administrative needs, and potential housing impacts of each strategy from the BHP to support decisions about staffing, resources, and partnerships. These considerations should guide implementation alongside the schedule in the next section. Relative funding and administrative needs reflect the relative level of effort identified in each strategy.

Exhibit 1. Summary of Implementation Considerations

Strategy	County Role	Capacity Needs	Potential Impact
1.1 Create a real property disposition policy that prioritizes regulated affordable housing development	Lead	Medium	Medium
1.2 Expand current exemption process for road impact fees for regulated affordable housing	Lead	Low	Medium
1.3 Investigate opportunities to address other system charges and fees	Support	Medium	Medium
1.4 Provide rebates for building permit fees for regulated affordable housing	Lead	Low	Low or Medium
1.5 Establish a local revenue source to support affordable housing	Lead	High	TBD
2.1 Allow for the construction of more middle housing options in more places	Lead	High	High
2.2 Create more residential, by-right options along strategic corridors	Lead	High	High
3.1 Create a policy to prioritize Private Activity Bonds for senior housing and affordable housing preservation	Support	Medium	High
3.2 Investigate opportunities to support preservation of existing mobile home parks	Lead	Medium	High
3.3 Improve awareness of and navigation through existing housing assistance programs	Lead	Medium	Medium



Implementation Schedule

The implementation timeline outlines a phased approach to advancing the BHP's strategies over the next six years. Exhibit 2 summarizes this sequence of steps within each strategy, including gray cells which indicate lead-up work to set the stage for further action, blue cells that indicate key actions or legislative action points, and yellow cells indicating ongoing implementation and monitoring. Key actions may or may not include legislative consideration; depending on the strategy, these may also indicate program development, partnership coordination, or evaluation of potential options. Early efforts in this timeline focus on establishing partnerships, expanding administrative capacity, and laying the groundwork for future initiatives, while other strategies require additional research, community education, or evaluation before moving forward. The timeline also recognizes that some strategies involve ongoing monitoring and responding to opportunities rather than a single implementation milestone.

Exhibit 2. Strategy Implementation Timeline

Strategy	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
1.1 Create a real property disposition policy that prioritizes regulated affordable housing development	Create a public database of County-owned land	Establish and test a disposition framework		Monitor real property inventory and respond within framework to opportunities to act on housing goals		
1.2 Expand current exemption process for road impact fees for regulated affordable housing	Update current exemption	Integrate exemption into development review processes and track utilization through building permits				
1.3 Investigate opportunities to address other system charges and fees	Review external development fees and potential funding sources to subsidize them		Pilot fee support program	Monitor program participation and refine strategies to expand fee support		
1.4 Provide rebates for building permit fees for regulated affordable housing	Establish building permit fee rebate program		Monitor rebate utilization and number of units supported in program			
1.5 Establish a local revenue source to support affordable housing	Evaluate available funding options	Collect or divert local revenue to new funding program		Distribute funding to bolster ongoing programs or develop new programs		
2.1 Allow for the construction of more middle housing options in more places	Complete DSO process	Monitor implementation and track permits for different housing types				
2.2 Create more residential, by-right options along strategic corridors	Complete DSO process	Monitor implementation and track permits and land use cases along strategic corridors				



Strategy	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
3.1 Create a policy to prioritize Private Activity Bonds (PAB) for senior housing and affordable housing preservation	Review current PAB policy and engage local governments in process	Establish PAB priorities	Monitor opportunities to acquire and rehabilitate affordable housing			
3.2 Investigate opportunities to support preservation of existing mobile home parks			Monitor opportunities to support resident-owned communities to purchase parks that are for sale			
3.3 Improve awareness of and navigation through existing housing assistance programs	Review implementation of current housing programs	Develop program prioritization to address any accessibility gaps			Monitor program implementation	

Balancing Housing Goals

The BHP aims to address the full spectrum of identified housing issues for Adams County. Exhibit 3 below crosswalks each strategy with the primary goals that it accomplishes as identified through community engagement and the HNA process.

Exhibit 3. Summary of Goals by BHP Strategy

Strategy	Affordability	Housing Diversity	Access to Jobs & Transit	Preservation	Stabilization	Accessibility
1.1 Create a real property disposition policy that prioritizes regulated affordable housing development	X		X			
1.2 Expand current exemption process for road impact fees for regulated affordable housing	X					
1.3 Investigate opportunities to address other system charges and fees	X	X				
1.4 Provide rebates for building permit fees for regulated affordable housing	X					
1.5 Establish a local revenue source to support affordable housing	X		X		X	



Strategy	Affordability	Housing Diversity	Access to Jobs & Transit	Preservation	Stabilization	Accessibility
2.1 Allow for the construction of more middle housing options in more places		X				X
2.2 Create more residential, by-right options along strategic corridors		X	X			X
3.1 Create a policy to prioritize PAB for affordable housing preservation	X			X	X	
3.2 Investigate opportunities to support preservation of existing mobile home parks	X	X		X	X	
3.3 Improve awareness of and navigation through existing housing assistance programs				X	X	X

Monitoring Plan

Monitoring progress toward housing needs will help the County and partners to document milestones, identify barriers, and assess whether housing efforts are addressing community needs. **Process metrics** are data points that can track *how* strategies are being implemented, while **outcome metrics** track tangible *results* and changes in housing conditions over time. These two types of metrics serve different purposes at different stages to understand the impact of housing strategies.

Process Metrics

Process metrics should provide the primary basis for the Colorado state-required three-year progress report. This includes clearly documenting which strategies the County has adopted, what they have implemented, and what remains underway in comparison with the timeline. Potential process metrics for the BHP may include:

- **Strategy adoption and implementation:** At a minimum, the County will need to report if strategies have been adopted or what progress has been made three years after adoption of the BHP. This may include demonstrating that a strategy has been



formally adopted where applicable, or other key actions such as a new program launch or completed studies.

- **Partnerships and capacity:** As the County establishes new partnerships, expands capacity for existing organizations, or assigns responsibilities, tracking these shifts and level of any new capacity added can demonstrate effort made towards new strategies (even if they have not been completed or adopted).
- **Program use and community engagement:** Tracking program metrics may look different between different types of strategies. Some may include applications (e.g. how many people have used new accessory dwelling unit, or ADU, waivers), participation in housing education activities, and use of housing resource navigation services. These measures can help identify whether programs are reaching intended participants.

Outcome Metrics

The next HNA-BHP process will take place in five to six years per the State's established cycle. This will primarily provide an opportunity for a more comprehensive assessment of housing outcomes against the baseline from the 2025 HNA. Available outcome data can also supplement interim reporting, primarily through locally collected sources. Key recommended outcome metrics for the County to track include:

- **Housing permit data:** Housing permits typically provide the most up-to-date information about local housing production and preservation. Clearly monitoring new housing units (or existing homes preserved) through permit data should seek as much as possible to distinguish clearly by housing type, the number of units represented in each individual permit, rental or ownership tenure, and affordability by AMI level. Maintaining a consistent format over time should allow for disaggregated reporting with the number of total units with different characteristics.
- **Housing funding:** As the County explores new revenue sources, it should closely track new dollars collected through any dedicated housing revenue sources or grants awarded. This should also include reporting on where and how funds are invested in housing projects or programs.
- **Housing affordability and availability:** The County's next HNA is most likely to cover more in-depth updates to housing data points than annual reporting. In the interim, the County may review a more limited set of metrics such as changes in rents and home prices relative to household incomes, rental vacancy rates, and the share of renter and owner households experiencing housing cost burden.

Exhibit 4 demonstrates examples of specific potential metrics that the County could use to track progress across the BHP's three strategy areas. Process metrics can generally emphasize actions taken for the three-year progress report and ongoing implementation of housing programs. Many outcome metrics will likely support a broader assessment during the next HNA-BHP process, but some based on local data sources can provide short-term



assessments of progress. The metrics listed below are potential measures to select and refine based on available data and staff capacity.

Exhibit 4. Potential Monitoring Metrics

Strategy Area	Process Metrics (Focus for 3-Year Midpoint)	Outcome Metrics (Focus for 6-Year Plan Update)
1. Develop New Financing & Incentives to Support Affordable Housing Production	• Real property disposition policy adopted • Number of development fee rebate or exemption applications submitted/approved • Number of funding options evaluated and/or adopted	• Number of County-owned properties disposed of for the purpose of affordable housing • Number of new affordable units supported through fee rebates or exemptions • Annual revenue collected that is dedicated towards housing initiatives
2. Remove Barriers and Encourage Diverse Housing Stock	• Code and development-process changes adopted • Programs or tools launched or expanded to support diverse types of housing development (e.g. ADU resources)	• Housing units permitted and completed, by housing type, AMI level, and tenure (permit data) • Changes to development capacity after adoption of new code changes • Average review times for comparable applications • Housing units permitted in strategic corridors
3. Ensure That Preservation and Management of Affordable Housing Mitigates Displacement	• PAB prioritization policy adopted • Number of properties evaluated for preservation, reuse, or redevelopment • Preservation, assistance, and home modification programs established or expanded (and/or usage)	• Number of PABs used to acquire and rehabilitate affordable housing • Number of existing affordable units or/or naturally occurring affordable homes (e.g. mobile homes) preserved • Number of homes receiving repairs, weatherization, or accessibility improvements • Number of people served through housing programs

